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ABSTRACT

Quality child care is an issue affecting both an industry as a whole and the individuals within that industry. Employees' absenteeism, morale, and motivation are closely linked to concern for their child's well-being and this concern will ultimately affect both production and company success. In recognition of this issue, the Honeywell Corporation requested its Women's Task Force (WTF) to investigate how child care needs affect Honeywell employees. This paper provides a report of the WTF's investigation. Included are a discussion of issues surrounding child care provision, child care options available in the workplace, the specific child care needs of Honeywell employees, and the conclusions and recommendations of the WTF. Four appendices contain a copy of the questionnaire used to collect data on the child care needs of Honeywell employees, definitions of terms used throughout the report, an example of a Honeywell employee salary analysis, and a copy of the sliding fee schedule used by the Greater Minneapolis Day Care Association. (Author/MP)

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CHILD CARE RECOMMENDATIONS FOR HONEYWELL EMPLOYEES

Prepared by:
THE HONEYWELL WOMEN'S TASK FORCE

JULY 1980

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80SRCM-13 July 1980

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OVERVIEW

Quality child care is an issue affecting industry as well as individuals. An employee's absenteeism, morale, and motivation are closely linked to concern for their child's well-being. Ultimately, these factors impact both production and company success.

In recognition of this, Honeywell requested its Women's Task Force to investigate the problem. The following is a report on the study and analysis of child care and its effect on Honeywell employees. Included are:

- The conclusions and recommendations of the Women's Task Force
- A discussion of the issues surrounding child care
- Work-related options and child-care-related options
- The specific child care needs of Honeywell employees

As part of the Women's Task Force investigation, pre-survey listening sessions were held with hourly and salaried employees in March, 1980. Using the concerns expressed in these sessions, the Task Force developed a questionnaire for a random survey of Honeywell employees. The parameters for selection participants were:

- Annual salary less than $25,000
- 18 to 40 years of age
- Two or more tax exemptions
- Two or more medical dependents

Twelve hundred employees were selected to complete the questionnaire, three hundred from each of the following categories:

- Hourly men
- Hourly women
- Salaried men
- Salaried women

Twenty-eight percent of the questionnaires were returned. A copy of the questionnaire and a discussion of the results are also included in this report.

Additional information, such as copies of the Honeywell Employee Child Care Survey results, a compilation of employee comments collected by the Women's Task Force, and other reports, is available from Corporate Community Relations.

SUMMARY AND CONCLUSIONS

The cumulative results of the Honeywell Women's Task Force child care survey show that 20 to 25% of the respondents list child care problems as being a detriment to their productivity. During both the pre-survey listening sessions and in survey comments, respondents revealed that concern for their child's welfare causes undue stress and anxiety while on the job.

Loss of productivity was also expressed in terms of child-care-related absenteeism. Of the employees responding, 26% attributed 736 days of absence, or 61% of the total absences, to child-care-related problems.

The major reasons for absence were:

1. Illness of a child
2. Illness of babysitter; employees unable to find substitute
3. Child care provider was on vacation; unable to find backup provider
4. Child care provider gave inadequate notice of discontinuance of service

The hourly employee's absenteeism rate may be higher because of the time-structured environment they work in. Some employees stated during the pre-survey listening sessions that they would rather call in sick for a day than face a demerit for being 10 minutes late because of child care problems arising in the morning before work.

Hourly employees also made up the largest portion of respondents who were late for work. Ten percent of their group was late for work from 5-30 days during the past year; they accounted for 48% of the 322 days all employees were late. Major reasons for respondents' having to leave work early or come in late were: 1) illness of their children and 2) doctor/dentist appointments. Employees starting work between 6:30 am and 7:00 am sometimes arrive at their

child care providers' homes or centers to find that the sitter is not awake yet or employees at the day care center are late in opening.

The survey showed that the following were barriers to alleviating employee child care problems:

1. Locating a Child Care Provider--As one employee stated in an interview group, "You're always keeping an ear open for anything on child care." It took 0-2 weeks for 65% of the respondents to find satisfactory child care provisions, and the other employees a month or longer. When asked how many times a year respondents had to make new child care provisions, 42% replied once and 39% had to make new provisions two or three times.

2. Finding Quality Child Care--The treatment of an employee's child at the provider's home or center is very important. During the pre-survey interview groups, employees noted that although many providers are licensed by the state, this is no indication of the quality of care their children receive.

3. Cost of Care--Cost of child care is dependent upon the type of child care. The type of child care arrangements most frequently used by employees were a friend or neighbor's home, babysitter, or licensed day care home. The type of child care preferred by respondents included day care centers, licensed day care homes, and babysitters within one mile of their home. The highest preference was for day care centers. This coincides with comments received in the interview groups; employees felt day care centers offered a better environment and quality care for their children. However, the cost for day care centers is usually high and often there is a 3-6 month waiting period. When respondents were asked if financial considerations limited the type of child care provisions they could use, 63% felt it did.

4. Location of Provider--Location of the center or child care provider is important to employees because it dictates the amount of time spent traveling to the child care providers and then to work. Most employees in the survey were able to find child care provisions within five miles of their home. For employees with more than one child in more than one center this was more difficult.

5. Finding Appropriate Time Slots for Child Care Needs--The hours employees need child care determines where they look when choosing child care provisions. Hourly employees were limited in the number of centers or providers they could chose from because of their starting time. Many employees felt that the amount of overtime they can work is limited by this fact also. If they want to work overtime and cannot pick up their children at the agreed time with the sitter or center, they are usually charged extra. Employees also indicated a special need for child care provisions for before and after school because their working hours do not coincide with school hours. Finally, employees who wish to further their education through night school must make special child care arrangements.

RECOMMENDATIONS

The Honeywell Women's Task Force makes the following recommendations:

1. That Honeywell, along with several other sources, provide financial/program support as well as the initiative for developing and maintaining a Computerized Information and Referral Service for available child care. Both Honeywell employees and the entire metropolitan community would be served (see pp 26, 27).

2. That Honeywell establish the position of Employee/Child Care Relations, to be staffed by one full-time employee (or part-time as an initial step). This employee would be responsible for coordinating all child-care-related activities at Honeywell (p 25, 26).

3. That Honeywell implement, as soon as possible, work schemes such as permanent part-time employment (p 16), flexible work hours (p 15), and job sharing (p 16). Setting minimum goals, for example 25 job-sharing positions by 1981, and using pilot programs could be a first step.

4. That Honeywell Employee Relations conduct further research on cafeteria-style benefits (p 17) and give them serious consideration as an option for the future.

5. That Honeywell subsidize a percentage of employee child care costs for those employees with a $14,000 annual income or less (Appendix C). This would be administered on a sliding fee scale (p 18, item 1, and GMDCA fee example, Appendix D) in order to assist those employees with the greatest child care burdens.

6. That Honeywell not overlook the option of a corporate-owned or partially-financed child care facility. This can be a particularly cost-effective and efficient way to meet employee child care needs. It is made less attractive for Honeywell due to the lack of a central location to service all divisions. Initial set-up costs, accident liability, etc (p 20) are other factors that must be considered here. The Women's Task Force believes that, although it would be possible to set up a child care facility with both financial and program success, it would have a relatively limited effect in terms of aiding all employees. If this option is exercised, it would be as only part of a wider approach to child care needs.

7. That the Honeywell Circulator establish a regular column on child care to inform employees of the child care assistance available at Honeywell and in the community.

8. That Honeywell volunteers, both retirees and employees, assist in providing on-location after-school care, sick child care, and overnight care.

THE CHILD CARE PROBLEM

The lack of high-quality, affordable child care has become one of the most pressing problems facing the American family today. Changing economic and social conditions are making it necessary for the American woman to continue working or return to work while her children still need full- and/or part-time quality care.

A total of 43% of married women with children now work outside the home. This increase in working mothers has not been offset by a corresponding decrease in working fathers. The second income provided by the working mother is often crucially required for the family to maintain an adequate standard of living. In 1974, 5.3 million working women were married to men earning less than $7000 annually. In the same year, 4.5 million families with incomes over $10,000 depended on the wife's wages to keep their income above the poverty level. In many cases, however, the working mothers' wages are not a supplement to another paycheck. Of all divorced and/or separated mothers of preschool children, 56% are currently employed full-time outside the home and earning a median income of $8200 annually.[1]

In Hennepin County, the combination of married, working mothers and single-parent working families has resulted in 70,210 children under six years of age needing child care. There are presently only 9816 openings in day care centers, family homes, and group homes.[2] The cost of these openings ranges

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[1] Women and Work 2, League of Women Voters Education Fund, April 1978.

[2] Status of Child Care in Hennepin County, Greater Minneapolis Day Care Association, September 1979.

from $1800 to $3000 per year, a price even middle-income families cannot afford. In the case of divorced and/or separated working mothers, these costs could take from 21.9 to 36.5% of their annual pay. (See Appendix C for an analysis of Honeywell salary vs percentage alotted to child care.)

The remaining 60,394 Hennepin County children needing care must either be parceled out to babysitters, relatives, and nursery schools--or left alone. These children and their parents are the ones most affected by the child care shortage. Infant care in the hours before and after school, and child care for children of employees working second and third shifts, are especially scarce. Other types of care which are either scarce or nonexistent include care for:

- Sick children
- Children with special health problems or handicaps
- Children of parents who must travel as part of their job (overnight care)

Licensed day care homes and centers must provide minimum standards in square footage of indoor and outdoor space, and in total pieces of equipment--from books and blocks to monkey bars--available for the children. They must meet health and safety standards and child/teacher ratios. They also must provide a range of activities that help the children develop physically, emotionally, socially, and intellectually. They provide a continuity of care in that the same people provide care each day. High-quality care such as this is expensive.

Nonlicensed caretakers do not have to meet the above requirements. As a result their fees are generally lower; this is a major attraction, especially to the single parent, who simply cannot afford better child care.

Most day care centers have rigid hours; they levy late fees against parents who must work overtime. Often the hours of the day care center do not coincide with the parents' working hours. The parents are faced with several undesirable options, among them being late for work or leaving their child alone at home.

The parents who choose to be late rather than leave their children alone must suffer the consequences at work: career advancement may be affected, resulting in stagnation of both the individual and the workforce. In the case of hourly workers, excessive tardiness results in demerits, which ultimately lead to dismissal, especially during the probationary period. Lack of second- and third-shift child care is a direct barrier to entry into the workforce since the majority of new factory jobs are on the second shift. Hourly workers on the 6:30 to 2:30 pm first shift have difficulty finding a caretaker who is open early enough to allow them time to travel and still arrive at work on time.

Honeywell's desire to develop its present workforce for future needs can also be hindered by lack of child care. Many of the company's educational opportunities for employees are offered after-hours and are thus unavailable to employees who cannot get child care.

Corporate Human Resources recently set up a task team to study the probable requirements for employees during 1980-1985. The team found that Honeywell will need approximately 45,000 new employees, or half again its present workforce, to meet its production and sales goals. This figure will be adequate only if the present trend in dollars of sales generated per employee is maintained. During 1980-1985, Honeywell will have to carefully monitor the productivity, absenteeism, and turnover of its workforce since all of these factors have been shown to be directly affected by the availability of quality, low-cost day care.

The Women's Task Force questionnaire identified the following problems when it surveyed Honeywell employees about job-related child care (Question 2):

- Length of time from home to child care center to work
- Child care available for first shift only
- Sick children causing employee absenteeism
- Conflict of child care hours with work schedule
- Work pressures, deadlines, overtime
- Ratio of child care costs to employee salary
- Job and child care center location
- Job commitment of full-time worker/part-time parent as seen by employer
- Conflict of work hours with after-school activities
- Conflict of child care with after-work activities such as ACE courses, continuing education programs, etc

Honeywell's future employee needs can also be affected by the type of child care presently available. The first five years of a child's life are the formative years; social attitudes, including work attitudes, are formed at this time. Increasing numbers of the future American workforce are receiving low-quality care during this important time of their lives. It remains to be seen what effect this will have on the productivity of these children when they enter the workforce.

In a recent survey conducted by the US Department of Labor and further substantiated by a University of Michigan Industrial Relations Center Research Team, the availability of child care services was shown to be helpful in recruiting as well as retaining personnel. The survey also found that

employee absenteeism was reduced by 21.4% after child care services were made available. Further, the average monthly turnover rate for mothers not using the services was 6.2% compared with 2.3% for mothers with children at the center.

The US government has not been quick to respond to the lack of adequate child care in this country. Although from 15 to 20 bills relating to the subject have been introduced in every session of Congress since 1970, only a few significant measures have passed. As of 1977, parents have been alotted a tax credit of up to $400 per child for annual child-care costs, not to exceed $800 per family. These figures are meager, however, compared to actual child-care costs, which average $2500 yearly. In 1971 Congress approved a 15 billion dollar child-development program aimed at making "quality child care" available to all Americans according to their ability to pay. The Nixon administration vetoed the bill.

At the state government level, the child-care issue has also been beset with difficulties:

- The Title XX funds for supporting child-care programs have been spent at ceiling levels for the last seven years.
- State Child Care Facilities Act (SCCFA) funds are now being incorporated into the Community Social Services Act (CSSA) with no increase in the allocation of funds.
- The use-rulings on Community Development Block Grant Funds (CDBG) have been interpreted in such a restrictive manner that most programs supplemented by CDBG in previous years are now ineligible for funding. Even the programs that are still eligible are receiving greatly reduced support; several have had no choice but to discontinue their services.

The lack of government commitment, coupled with the high cost and low availability of high-quality child care, could severely limit Honeywell's ability to meet its requirements for productive, trained employees. Involvement in the child-care issue today is therefore to Honeywell's distinct advantage in the future.

CHILD CARE SOLUTIONS

WORK-RELATED OPTIONS

Flexible Work Hours

Definition--Under the flexible work hours system, the organization establishes a range of time for starting and completing work hours and a "core" group of hours during which all employees must be at work. Generally, there is a two-hour period during which employees may start or finish work.

Cost--The flexible work hours system is quite inexpensive. There are, however, areas that require additional effort by management. The need for supervisor coverage increases as the workday expands. Communication is of the utmost importance; it may take longer to ensure that everyone has the information they require to carry on their work. If used in factories, the flexible work hours system may have to be modified to accommodate assembly lines, machine-paced work, or shift requirements.

Benefits--The flexible work hours system can be a major factor in reducing employee turnover, absenteeism, and tardiness. It has been shown to increase employee morale, job satisfaction, and productivity. With day care center and elementary school hours rigidly established, parents must often choose between being late for work or leaving their children alone before and after school/day care hours. Flexible work hours allow parents to ensure that their children are cared for and also allow them to reach work within an acceptable period of time.

The failure rate for flexible work hours is low. According to a recent study, there are 13 successful programs for every one that fails. Flexible work hours are particularly advantageous in reducing infractions of starting

time in the factory. They also have an impact on absenteeism. During the child care listening sessions conducted by the Honeywell Women's Task Force, many hourly employees revealed that they call in sick and miss an entire day of work rather than come in late and face disciplinary action.

Permanent Part-Time Employment

Definition--The permanent part-time employment system consists of a shortened work day or week, in which the employee works regularly scheduled hours within a specific department.

Cost--Since employee benefits are pro-rated for part-time employees, cost to the company should be somewhat less than for full-time employees.

Benefits--Permanent part-time employment establishes a set schedule for employees and allows them to adjust their working schedule to their personal needs. A shortened work day is probably most attractive to employees using child-care services. The permanent part-time employee is eligible for pro-rated benefits, which is an attractive recruiting item for prospective employees.

Job Sharing

Definition-- Job sharing involves two employees taking the responsibility for one 40-hour per week job. Details as to how and when hours are worked are decided by the employees sharing the job. Company benefits are usually pro-rated.

Cost--The cost of job sharing is similar to that of permanent part-time employment in that benefits are pro-rated and should be somewhat less than for a full-time employee.

Benefits--Job sharing could substantially reduce employee sick time or personal time off by having one employee on hand to cover when the other employee is absent. Productivity for two employees working shortened hours and days on the same job is usually very high.

Cafeteria-Style Benefits

Definition--Cafeteria-style benefits, or "flexible compensation," is a system under which employees have some choice in determining what benefits they feel are most valuable.

Benefits--The typical plan consists of a "core" of benefits that are mandatorily provided plus an allowance to purchase additional benefits. The core provides the minimum level of protection the organization feels the employee needs, thereby reducing the chance that the employee will make a poor decision in choice of benefits.

The amount of the additional benefit allowance (or flexible credits) is generally based on age, pay, years of service, and family status. The benefit program has a reopener period annually to allow employees to redistribute the benefit allowance as their needs change.

A major advantage of the cafeteria-style benefit program is that it is non-monetary compensation in a form highly adaptable to the employees' needs.

Disadvantages--

- Program implementation is complex. Set-up costs include both hardware and software to support systems needs, approvals from various government agencies, underwriters, and extensive communication requirements.

- In addition, bargaining units for union employees are not supportive of this type of plan. Union management, as representatives of the union, want to maintain the right to collectively bargain for employee benefits. Direct union employee/company management relationships may give rise to legal complications.

CHILD-CARE-RELATED OPTIONS

Employer Subsidy

Definition--Employer subsidizes employee's child care costs through a sliding fee or voucher system. Both the sliding scale and voucher systems subsidize child care needs according to a fees scale. This is done by adjusting the parents' child care fee to the "State Medium Income" or SMI guide. SMI is an equation which considers 1) 60% of personal income, and 2) the number of children in the family. Although the sliding fee system can be used for a wide range of income brackets, the voucher system, in which the parent is reimbursed by an agency or employer, is usually reserved for very low incomes. (See Appendix D, GMDCA Sliding Fee Scale, for ranges where subsidizing is applicable.)

Cost--Using the State Sliding Fee Schedule for 1980, where monthly child care costs are $156 for one child, Honeywell would subsidize $56 of the total cost (this rate is for a family of four with a gross annual income of $14,000). At these rates, the cost of subsidizing day care for 25 children would be $16,800 per year (excluding administrative costs). See Appendix D for sample sliding fee schedule.

Benefits--

- Can impact absenteeism
- No responsibility for day care management

- Flexible system which respects the parents' choice of child care
- Financial contribution is adjusted to reflect fairly the employees' need by income range

Tax Advantages--

- Employee must declare voucher as income but can deduct child care expenses on State and Federal income tax
- Deductible as a business expense by company if earmarked for employee
- A contribution to a nonprofit sliding fee fund is considered a charitable deduction

Disadvantages--

- Employees not needing child care may resent extra benefits to a selected population
- Some paperwork is required to implement the program
- Sliding fee may be difficult to administer due to income variations
- Does not increase availability of child care openings

Employer Purchase of Child Care Openings

Definition--This program involves the purchasing of child care openings in specific family day care homes or day care centers. The purchasing of day care openings for employees is not a widely practiced model among the business community; however, it does provide short term relief for child care needs.

Cost--$156 per child.

Benefits--

- Can have a positive impact on employee absenteeism
- Employer has no responsibility for management of centers/homes
- Supports some existing child care centers/homes
- No set-up costs for the employer to fund

Tax Advantage--

- Cost of program is deductible as a business expense

Disadvantages--

- If limited to a few programs, it may not meet age-related or geographic needs
- Less visible
- May result in disproportionate support to a few homes/centers
- Does not increase availability of child care openings

Honeywell-Owned and Operated Care Facility,
Honeywell/Institution-Owned and Operated Care Facility,
or Honeywell/Union-Owned and Operated Care Facility

Definition--This program would involve purchase of a child care facility, be either: 1) Honeywell, 2) Honeywell in conjunction with other institutions, or 3) Honeywell in conjunction with the union.

Cost--Set-up costs for a child care facility vary greatly since there are numerous options available to the child care provider. However, $50,000 is considered a reasonable figure by many providers. This includes $25,000 for the renovation of an existing building, $19,000 for program equipment, and $5000 for recreational equipment. These costs could be trimmed by buying

equipment prudently and locating a building which would not require a great deal of renovation. Ongoing costs could also be cut back by using Honeywell volunteers, both retirees and employees.

Benefits--Although the initial costs of financing or supporting a day care facility are high relative to other options, it can provide the most direct relief from the child care problem. Firms such as Control Data, Striderite, and Polaroid have experimented with facilities using various methods with a great deal of success. Some benefits of the program are:

- It is a visible service that fosters good employee/community relations
- It can aid affirmative action
- It impacts abseenteeism and turnover by providing a regular, dependable service for employees
- It provides easy accessibility to employees, which simplifies transportation problems
- It can provide a place for parent/child interaction during the workday

Tax Advantages--

- Deductible as a business expense (Amended Internal Revenue Codes 162)
- Costs of acquiring, constructing, and rehabilitating property, and purchase of equipment, can be deducted over a five-year period (Revenue Act of 1971 and Tax Reduction Act of 1975)

Disadvantages--

- Attendance may fluctuate, necessitating opening enrollment to persons outside the company or subsidizing losses
- Expensive set-up costs; will probably need ongoing subsidy
- Can be difficult and costly to operate a program for all age levels
- The company is liable in case of accidents
- If limited to one center, may not meet geographic needs of all employees

Honeywell Total Funding

Definition--This program would involve total funding by Honeywell of a child care facility or nonprofit center.

Benefits--This model can provide much the same advantages as a company-owned facility without some of the expense and liability. Examples of this approach can be seen in St. Louis, Missouri, where 15 downtown businesses formed a consortium, and on the North Side of Minneapolis, where Control Data provided the impetus for a child care facility. Other benefits include:

- Honeywell is not legally liable for the home or center
- A nonprofit board sets policy for the center; it could be composed of parents, community representatives, and day care center staff

This approach also has many of the benefits listed in preceding options, such as having a positive impact on absenteeism, supporting existing facilities, and reducing employee turnover rates.

Tax Advantages--

- Employer contributions to trust funds for the establishment of child care programs or gifts to 501C3 nonprofit corporations are deductible as a charitable gift (1969 Amendment to the Labor Management Relation Act of 1947)

Honeywell as Contributor

Definition--This approach involves contribution by Honeywell to agencies providing services to child care programs, children, and parents.

Benefits--

- Promotes a positive public image to the community
- Supports and helps to ensure the quality of child care programs participated in by employees
- Nonprofit group administers program, making Honeywell participation relatively simple

Tax Advantages--

- If earmarked for employee, contributions become a business deduction
- If not earmarked for employee, contribution can be considered a charitable deduction

Disadvantages--

- Services supported would most often not be specifically earmarked for employees' benefit
- Community image may not be as high as when supporting on-site, direct provision of child care
- Does not increase availability of child care openings

OTHER APPROPRIATE OPTIONS

CHILD CARE PERSONNEL

Definition--The full-time position of Employee/Child Care Relations would have the following duties:

1. Generate child care information using community and other resources
2. Consult with area child care professionals on current issues and concerns and participate in company and community task forces on child care issues
3. Answer employees' questions on child care problems. Provide information/instruction on what constitutes "quality" care, while refraining from setting company-imposed standards.
4. Remain up to date on legislation affecting child care and provide information where appropriate
5. Provide information on child care locations, emergency care, overnight care, sick care, before and after school care, etc
6. Coordinate retiree utilization program
7. Coordinate after-hours education child care programs
8. Serve as an information resource to Honeywell management on child care issues

Benefits--Having a full-time person to deal with employee child care problems is an immediate, viable solution to child care needs. It is also efficient in that one person would have all of the child care information at his or her disposal for quick reference.

Cost--$18,000 starting annual pay.

INFORMATION/REFERRAL COMPUTER SYSTEM

A study completed by Greater Minneapolis Day Care Association for Honeywell indicated that one area in the child care field in need of improvement was the information and referral of users to providers. Very few information sources have the financial capability to check with programs on a monthly basis to learn where there are vacancies or waiting lists. Some information sources provide personal consultation with the child care users and others simply mail out a list, which may not be current and accurate due to the large turnover rates in family care (one third each year). Parents looking for immediate care often have to call or visit many provider locations before finding an opening. Despite the inadequacies of the existing information and referral sources, they are being used extensively by parents. Different agencies report the following average number of calls per week;

- Hennepin County Family Day Care Unit--250
- Greater Minneapolis Day Care Association--60
- Hennepin County Family Day Care Association--50
- Southside Resource Center--40

Honeywell has expertise, capability, and experience in dealing with the installation of computerized referral services, as evidenced by the services installed at First Call For Help. Several provider agencies have requested a computerized system for child care referral. The Community Relations Department has been working with Greater Minneapolis Day Care Association, Family Day Care, Southside Resource Center, and Hennepin County in the development of a system which would be used community-wide with one child care telephone number. The system could also be used by either the Information/ Referral Specialist or various Employee Relations Departments to give information to Honeywell employees needing child care services.

In addition to providing information on current child care available, this system could provide information for a needs assessment based on the number of requests for care, type of care, location of care, etc. Funding for this system after the first year could be assumed by Hennepin County, which will consider this course of action if the pilot program proves to be successful.

During the pilot year, Honeywell and other corporations could provide dollars and expertise.

Cost--The approximate costs for a computerized child care referral system are as follows:

1. System design and programming...$25,000
2. Storage costs for data base on-line five days a week...$10,660/yr
3. Connect time for one terminal, one hour per day...$3,374/yr
4. Total costs for first year...$39,034

Note: System design and programming costs are charged only during the first year.

APPENDIX A

DEFINITIONS

Child Care--The care of children outside of their own homes for a part of the 24-hour day by persons unrelated to them by blood or marriage. Child care includes family day care, group family day care, and care in group-day-care centers.

Child Care Center (Day Care/Child Development Center)--Provides care for more than 10 children; most are licensed for children 2-1/2 to 6 years, although care for children 6 weeks to 30 months is becoming available. A center provides a planned curriculum geared towards physical, intellectual, and social needs.

Family Day Care Home (FDC)--A program providing day care for no more than five children at one time, including the family-day-care provider's own children under school age.

Family-Day-Care Provider--The individual giving care to children in a family-day-care home; the family-day-care provider is the person held accountable for the operation of the family-day-care home or group-family-day-care home under this rule.

Group Family Day Care--A program providing day care for more than five but fewer than 11 children at any one time, including the provider's or helper's own children under school age.

Helper--An individual who is at least 13 years of age who assists a family-day-care provider or a group-family-day-care provider with the care of children.

Infant--Child aged six weeks through 15 months.

Intermediate School Child--Child aged nine years through 12 years.

Licensed Capacity--Maximum number of children who can be in attendance in a family-day-care home or group-family-day-care home at any given time.

Preschool Child--Child aged 31 months through five years.

Primary-School Child--Child aged six years through eight years.

Toddler--Child aged 16 months through 30 months.

Waiver--Temporary or permanent written permission to disregard a particular licensing rule.

APPENDIX B

HONEYWELL WOMEN'S TASK FORCE EMPLOYEE CHILD CARE SURVEY

33

Honeywell

May 12, 1980

Dear Employee:

The individual needs of Honeywell employees are important to the corporation. Over the years Honeywell has looked at a number of issues including compensation, benefits and working conditions. A question often asked by employees with small children is "can Honeywell assist with my child care needs?" Presently we do not know the specific child care needs of employees or even how many employees are affected by the issue.

Please understand that the child care question is a complex one and one to which we cannot promise any solution. As a starting point we need this information from you on your specific child care needs. For this reason, a random selection of employees is being surveyed covering all Twin City locations. You will remain anonymous. Before the issue can be studied in depth, we want to look at the data from our employees.

Child care is just one of many employee needs but one on which we do not have data. At this time we are not sure that anything can be done, but the issue will be studied in depth.

Please fill out the enclosed questionnaire, whether or not you have children, and return in envelope. We encourage you to participate in the survey even though your participation is voluntary. Please return within one week.

Brad Walker
Enc.

HONEYWELL INC., HONEYWELL PLAZA, MINNEAPOLIS, MINNESOTA 55408, TELEPHONE 612/870-5200

CHILD CARE SURVEY

1. Do you have any children?
   ( ) Yes
   ( ) No

2. Indicate the number of children in each of the age ranges listed below:

   ____ 0-15 months
   ____ 15 months - 2½ years
   ____ 2½ years - 5 years
   ____ 5 years - 12 years

3. ( ) One parent household
   ( ) Two parent household

4. ( ) Male
   ( ) Female

5. Who takes the greater responsibility for child care needs?
   ( ) myself
   ( ) spouse
   ( ) share equally

6. Honeywell employment status:
   ( ) hourly
   ( ) nonexempt
   ( ) exempt

7. Building you work at (choose one):

   ( ) Airport Flight Operations
   ( ) Belzer-Brenner Building
   ( ) Brooklyn Center Warehouse
   ( ) Columbia Heights
   ( ) Commercial Distribution Center
   ( ) Commercial Training Center
   ( ) Corporate Technology Center
   ( ) Decatur Warehouse
   ( ) Downtown Plant
   ( ) Edina East
   ( ) Federal Systems Operations
   ( ) Gambles Center
   ( ) General Offices
   ( ) Golden Valley
   ( ) Hopkins
   ( ) Metro Boulevard Building
   ( ) New Brighton 103
   ( ) New Brighton 502
   ( ) New Hope
   ( ) Parkdale Plaza
   ( ) Plymouth
   ( ) Proving Grounds
   ( ) Rosedale Towers
   ( ) Shady Oak
   ( ) SSEC
   ( ) Stinson/Ridgway
   ( ) St. Louis Park
   ( ) Twin City Branch
   ( ) Zane
   ( ) Other _____

8. Place of residence (list city or suburb only - if Minneapolis, please indicate whether North, South, Northeast, Northwest, Southeast, Southwest, etc.)

   _____

9. If you are salaried indicate what period you use child care for work related reasons for each age range listed below: (check all that apply)

	Before School	After School	Day	Evening	Night	Weekends
0-15 months	____	____	____	____	____	____
15 months - 2½ years	____	____	____	____	____	____
2½ years - 5 years	____	____	____	____	____	____
5 years - 12 years	____	____	____	____	____	____

10. If you are hourly indicate what period you use child care for work related reasons for each age range listed below: (check all that apply)

	Before School	After School	1st Shift	2nd shift or Evening	3rd shift or Night	Weekends
0-15 months	____	____	____	____	____	____
15 months - 2½ years	____	____	____	____	____	____
2½ years - 5 years	____	____	____	____	____	____
5 years - 12 years	____	____	____	____	____	____

11. Do you use your child care only during the summer and other school vacations?
( ) Yes
( ) No

12. What types of child care are you presently using? (check all that apply)
( ) Friend's/Neighbor's home
( ) Relative in their home (other than child's parent)
( ) Relative in your home (other than child's parent)
( ) Licensed Family Day Care Home
( ) Full Day Nursery/Day Care Center
( ) Co-op
( ) Half-day Nursery School
( ) Babysitter in your home
( ) Babysitter in babysitter's home
( ) Before/After School
( ) Other parent
( ) Other (please explain):_____
_____

13. What type(s) of child care would you like to use? (check all that apply)

( ) Friend's/Neighbor's home
( ) Relative in their home (other than child's parent)
( ) Relative in your home (other than child's parent)
( ) Licensed Family Day Care Home
( ) Full Day Nursery/Day Care Center
( ) Co-op
( ) Half-day Nursery School
( ) Babysitter in your home
( ) Babysitter in babysitter's home
( ) Before/After School Program
( ) Other parent
( ) Other (please explain): _____
_____

14. When choosing child care, what is important to you? (check all that apply)
( ) Convenient location to home
( ) Convenient location to work
( ) Convenient location to child's school
( ) Cost of care
( ) Variety of learning experiences
( ) Age of other children
( ) Number of other children
( ) Hours care facility is open
( ) Quality/quantity of food provided
( ) Cleanliness of facility
( ) Safety of facility
( ) Close proximity to medical care
( ) Discipline methods
( ) Other (please explain): _____

15. How would you rate the following items at your present child care provider? (Circle the appropriate number)

	Very Good	Good	Fair	Poor	Very Poor
Convenient location to home	5	4	3	2	1
Convenient location to work	5	4	3	2	1
Convenient location to child's school	5	4	3	2	1
Cost of care	5	4	3	2	1
Variety of learning experiences	5	4	3	2	1
Age of other children	5	4	3	2	1
Number of other children	5	4	3	2	1
Hours care facility is open	5	4	3	2	1
Quality/quantity of food provided	5	4	3	2	1
Cleanliness of facility	5	4	3	2	1
Safety of facility	5	4	3	2	1
Close proximity to medical care	5	4	3	2	1
Discipline mthods	5	4	3	2	1

16. What is the location(s) of your child care provider?(check all that apply)
( ) in your home
( ) in your immediate neighborhood (within one mile of your home)
( ) within five miles of your home
( ) within ten miles of your home
( ) within fifteen miles of your home
( ) near your work location
( ) near your child's school

17. Where would you like your child care provider located? (check all that apply)
( ) in your home
( ) in your immediate neighborhood (within one mile of your home)
( ) within five miles of your home
( ) within ten miles of your home
( ) within fifteen miles of your home
( ) near your work location
( ) near your child's school

18. How many times during the past year were you absent because of child care problems? _____

19. What were the reasons for your absence? (check all that apply)
( ) child being ill
( ) child care provider being ill
( ) child care provider on vacation and no backup provider available
( ) child care provider was not available when you arrived
( ) child care provider gave inadequate notice of discontinuance of service
( ) other (explain)_____
_____

20. How many times during the past year were you late to work because of child care problems? _____

21. What were the reasons for your being late? (check all that apply)
( ) child being ill
( ) child care provider being ill
( ) child care provider on vacation and no backup provider available
( ) child care provider was not available when you arrived
( ) child care provider gave inadequate notice of discontinuance of service
( ) other (explain)_____
_____

22. How many times during the past year did you have to leave work early because of child care problems? _____

23. What were the reasons for you having to leave work early? (check all that apply)
( ) child being ill
( ) child care provider being ill
( ) appointments with doctor, dentists, etc.
( ) other, (explain)_____
_____

24. Do you feel child care problems have affected your productivity on the job?
( ) Yes
( ) No

25. If you answered YES to number 24, how was your productivity on the job affected?
_____
_____

26. Do you feel your advancement at work has been limited due to child care problems?
( ) Yes
( ) No

27. If you answered YES to number 26, is your advancement limitation due to: (check all that apply)
( ) inability to work overtime
( ) inability to participate in after-hours training
( ) inflexibility of child care provider's hours making your hours inflexible
( ) other (please explain) _____
_____

28. How much time do you have between the opening of the child care facility and the beginning of your normal work day?
( ) 0-15 minutes
( ) 16-30 minutes
( ) 31-45 minutes
( ) 46-60 minutes
( ) Over 60 minutes

29. How much time do you have between the end of your normal work day and the closing of the child care facility?

( ) 0-15 minutes
( ) 16-30 minutes
( ) 31-45 minutes
( ) 46-60 minutes
( ) Over 60 minutes

30. What do you do if you must be at work and the child care provider is not open or you have to work late and you cannot make it to the child care facility before closing?_____

31. How supportive do you feel your supervisor is of you when you are dealing with the following child care related issues?

	Very Suppt.		Fairly Suppt.	Some-times Suppt.	Not Supportive
Time away from work for medical appointments	5	4	3	2	1
Time away from work for child's school functions and parent/ teacher conferences	5	4	3	2	1
Time away from work due to child care provider problems	5	4	3	2	1
Time away from work when child is ill	5	4	3	2	1
Inability to work overtime due to lack of child care for overtime hours	5	4	3	2	1
Changing work hours to accomodate child care provider's hours	5	4	3	2	1

32. If the following child care related services were available, which would you use when needed: (check all that apply)
( ) in-home sick care provider
( ) subsidizing of child care
( ) referral help in finding child care
( ) sitter for overnight travel
( ) other (please list)_____

33. Is the type of child care you use limited by financial considerations?
( ) Yes
( ) No

34. Approximately what portion of the total household take-home pay is used to pay for child care?
( ) 0-10%
( ) 11-15%
( ) 16-20%
( ) 20% or more

35. Are you using a sliding fee scale payment plan at your present child care provider? (sliding fee scale means you are charged for child care on your ability to pay - the more you earn, the more you pay)
( ) Yes
( ) No

36. If you are paying for child care on a sliding fee scale basis, what percentage of the total cost of your child care do you pay?
( ) 0-10% ( ) 41-50%
( ) 11-20% ( ) 51-60%
( ) 21-30% ( ) 61-70%
( ) 31-40% ( ) 71-100%

37. Of the following, which have you used in finding child care providers?
( ) Word-of-mouth
( ) Hennepin County Welfare Department listings
( ) Greater Minneapolis Day Care Association
( ) Church
( ) School - latch key listings
( ) Newspaper advertisements
( ) Local bulletin boards
( ) Other (please list)_____
_____

38. Which one of the following do you feel was the most reliable and effective method for obtaining child care?
( ) Word-of-mouth
( ) Hennepin County Welfare Department listings
( ) Greater Minneapolis Day Care Association
( ) Church
( ) School - latch key listings
( ) Newspaper advertisements
( ) Local bulletin boards
( ) Other (please list)_____
_____

39. How long did it take you to find satisfactory-permanent day care provisions?
( ) Less than one week
( ) One - two weeks
( ) One month
( ) Six weeks
( ) Two months
( ) More than two months

40. On the average, how many times each year are you faced with finding new child care provisions?
( ) 1 ( ) 6
( ) 2 ( ) 7
( ) 3 ( ) 8
( ) 4 ( ) 9
( ) 5 ( ) 10

41. Are you satisfied with your present child care provisions?
( ) Yes
( ) No

42. If you answered NO to question 41, please explain.
_____
_____
_____

43. Were you ever faced Friday afternoon with finding new child care provisions for the following Monday?
( ) Yes
( ) No

44. If you answered YES to question 43, what was your immediate temporary solution?_____
_____
_____

APPENDIX C

HONEYWELL EMPLOYEE SALARY ANALYSIS (EXAMPLE)*

ADMINISTRATIVE NON-EXEMPT

Grade 1	620/7440	700/8400	780/9360
	28.2	25.0	22.4
Grade 4	830/9960	985/11820	1140/13680
	21.1	17.8	15.4
Grade 6	1025/12300	1230/14760	1435/17220
	17.1	14.2	12.2
Grade 8	1270/15240	1540/18480	1810/21720
	13.8	11.4	9.7

TECHNICIANS

Grade 4	885/10620	1035/12384	1185/14220
	19.8	17.0	14.8
Grade 5	1045/12540	1220/14640	1395/16740
	16.7	14.3	12.5
Grade 6	1200/14400	1430/17160	1660/19920
	14.6	12.2	10.5

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*Based on $2100 per year for one child. Base figure: $40.00 per week x 52 weeks = $2080 + $20 for late fees, for overtime, etc.

Grade 7	1390/16680	1685/20220	1980/23760
	12.6	10.4	8.8
Grade 8	1635/19620	1990/23880	2345/28140
	10.7	8.8	7.5

ADMINISTRATIVE SUPERVISOR/EXEMPT

Grade 1	1350/16200	1675/20100	2000/24000
	12.0	10.4	8.8
Grade 2	1445/17340	1795/21540	2145/25740
	12.1	9.7	8.2
Grade 4	1685/20220	2095/25140	2505/30060
	10.4	8.4	7.0
Grade 9	2435/29220	3045/36540	3655/43860
	7.2	5.7	4.8

ENGINEERING

Grade 1	1585/19020	1935/23220	2285/27420
	11.0	9.0	7.7
Grade 2	1865/22380	2285/27420	2705/32460
	9.4	7.7	6.5

FACTORY/ENGINEERING SUPERVISOR

Grade 1	1350/16200	1675/20100	2000/24000
	13.0	10.4	8.8

Grade 2	1445/17340	1795/21540	2145/25740
	12.1	9.7	8.2
Grade 3	1555/18660	1935/23220	2315/27780
	11.3	9.0	7.6

APPENDIX D

SLIDING FEE SCHEDULE FROM THE GREATER MINNEAPOLIS DAY CARE ASSOCIATION

FAMILY OF 2

60% = $8,452 70% = 9,860

Annual Gross	Monthly Fee
0 - 8,452	
$8,453 - 8,592	$ 7
8,593 - 8,733	14
8,734 - 8,874	21
8,875 - 9,015	28
9,016 - 9,156	35
9,157 - 9,297	42
9,298 - 9,438	50
9,439 - 9,578	57
9,579 - 9,719	65
9,720 - 9,860	73

FAMILY SIZE 3

60% = $10,440 70% = 12,180

Annual Gross	Monthly Fee
0 - 10,440	$ 0
$10,441 - 10,614	8
10,615 - 10,788	16
10,789 - 10,962	24
10,963 - 11,136	32
11,137 - 11,310	41
11,311 - 11,484	50
11,485 - 11,658	59
11,659 - 11,832	68
11,833 - 12,006	77
12,007 - 12,180	87

FAMILY SIZE 4

60% = $12,429 70% = 14,500

Annual Gross	Monthly Fee
0 - 12,429	
$12,430 - 12,636	$ 10
12,637 - 12,843	20
12,844 - 13,050	30
13,051 - 13,277	40
13,278 - 13,465	50
13,466 - 13,672	60
13,673 - 13,879	70
13,880 - 14,086	80
14,087 - 14,293	90
14,294 - 14,500	100

FAMILY SIZE 5

60% = $14,418 70% = 16,820

Annual Gross	Monthly Fee
0 - 14,418	
$14,419 - 14,658	$ 10
14,659 - 14,899	20
14,900 - 15,139	30
15,140 - 15,379	40
15,380 - 15,619	50
15,620 - 15,860	60
15,861 - 16,100	70
16,101 - 16,340	80
16,341 - 16,580	90
16,581 - 16,820	100

FAMILY SIZE 6

60% = $16,406 70% = 19,140

Annual Gross	Monthly Fee
0 - 16,406	
$16,407 - 16,679	$ 11
16,680 - 16,953	22
16,954 - 17,226	33
17,227 - 17,499	44
17,500 - 17,772	55
17,773 - 18,046	66
18,047 - 18,320	77
18,321 - 18,593	88
18,594 - 18,867	99
18,868 - 19,140	110

FAMILY SIZE 7

60% = $16,779 70% = 19,575

Annual Gross	Monthly Fee
0 - 16,779	
$16,780 - 17,058	$ 11
17,059 - 17,338	22
17,339 - 17,618	34
17,619 - 17,898	45
17,899 - 18,177	56
18,178 - 18,457	68
18,458 - 18,737	79
18,738 - 19,016	90
19,017 - 19,296	102
19,297 - 19,575	117